

MEMORANDUM FOR: Executive Director-Comptroller  
THROUGH : Deputy Director for Support  
SUBJECT : Report on "Employee Training in the Federal Service,"  
Fiscal Year 1971  
REFERENCE : Note to DDS from Ex Dir-Compt dtd 24 Nov 72,  
subj. same

1. This memorandum is in reply to your note of 24 November, asking how CIA's training effort compares with those agencies included in the Civil Service Commission's Employee Training in the Federal Service. (Attached)

2. This annual report is published by CSC on a fiscal year basis. The FY 1971 report is the fifth such study and summarizes the training activities of sixty-six (66) Federal agencies. (CIA is not required to submit data to CSC on its training activities.) The Office of Training has made comparisons to each of the past reports in an attempt to balance CIA's training function against other Federal agencies. Consistently, CIA's total training effort has been ahead of the Governmental averages in those categories where comparisons were possible, and the same is true in the FY 1971 report as shown in the following categories:

CATEGORY	AVERAGE OF GOVT AGENCIES REPORTING	CIA AVERAGE
1. % of employees in internal training	74%	79%
2. % of employees in external training	26%	21%

	Government	CIA
3. % of training dollar spent for internal training	54%	77%
4. % of training dollar spent for external training	46%	23%

We are slightly ahead of the Government average for percent of employees in internal training and slightly below the external figure. To an even greater degree the proportion of the training dollar spent for each reflects the emphasis on the Agency's internal training effort.

5. Training participant ratio	48%	89%
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This figure shows us far ahead in terms of the percentage of employees who participate in training

6. Average expenditure per employee trained (excluding salaries)	\$99	\$399
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CIA spends a lot more money per employee trained than the average agency but far less than the new Environmental Protection Agency, about twice as much as State and about the same as AID.

7. Ratio of full-time training employees to total employees	1 to 296	1 to 30
8. Average length of training program	50 hrs	54 hrs

The Agency's emphasis on the training effort is reflected in the high ratio of training employees. We return to the Government average in terms of length of training program.

	<u>EXPENDITURES</u>	<u>CIA</u>	<u>% increase over</u>	<u>Total Government</u>
			<u>FY 1970</u>	<u>% increase over</u> <u>FY 1970</u>
	Internal training (excluding salaries)		11%	15%
	External training		25%	4%
25X9	Component training		7%	NA
	Instances of training		3%	7%
	Cost per student tra		26%	4%

3. Agency training costs appear to be increasing more than the general average even though the instances of training are up only slightly. Varying circumstances and terminology used in the report hamper a universal and precise definition of the term "training costs." (One can only wonder, for example, how the Department of State can report giving internal training to 699 employees at no cost.) With the adoption of the new Training Cost Model, developed at the request of the Office of Management and Budget, the FY 1972 reporting will follow this Cost Model, hopefully eliminating most of the discrepancies in the diverse method presently utilized in defining and/or reporting "training costs." The Office of Training is looking into this Model to determine its applicability to CIA training cost reporting; to date, six OTR employees have taken the CSC course. The Cost Model considers only one side of the cost/benefit ratio, however, a Civil Service task force is now developing a Benefit Model, which will be initially applicable

to jobs with easily obtainable production measures, and eventually to those with less tangible outputs.

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Director of Training

Attachment: asa